

Publication of the agenda and the approximate times are a guide to, and not a limitation on, the activities of Trustees.

**Barkley Branch Library, 3111 Newmarket St. Suite 103  
Bellingham, Washington – 3:30 p.m.**

<b>AGENDA</b>	<b>TIME (approx.)</b>
<b>1. Call to order and introductions</b>	2 min
<b>2. Approve/modify agenda</b>	1 min
<b>3. Public comment</b> This time is set aside for members of the public to make comments or ask questions. We ask that remarks be limited to three to five minutes.	5 min
<b>4. Consent agenda</b> All matters listed on the consent agenda are considered routine and may be approved in a single motion. A trustee may ask that an item be removed from the consent agenda and considered separately. <ul style="list-style-type: none"><li>• <b>Communications and FYI</b></li><li>• <b>Minutes</b> March 15, 2016: Regular board meeting</li><li>• <b>Library performance &amp; activity measures</b> March 2016</li><li>• <b>Financial reports</b> Claims: March 2016 1<sup>st</sup> Quarter Financial Report</li></ul>	2 min
<b>5. Reports</b> <ul style="list-style-type: none"><li>• Library Board members</li><li>• City Council liaison</li><li>• Friends of Bellingham Public Library</li><li>• Library Director</li></ul>	15 min
<b>Time check: 3:55</b>	
<b>6. Committee reports</b> <ul style="list-style-type: none"><li>• Outreach Committee</li><li>• Facilities Committee</li></ul>	10 min

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|---|--------|
| <b>7. Operations update</b>   | 15 min |
| <ul style="list-style-type: none"> <li>• What's new at the Barkley Branch?</li> <li>• Reciprocity update</li> <li>• Removing barriers to service: improved in-house digital access</li> </ul>   |        |
| <b>8. Level of Service</b>  | 30 min |
| <ul style="list-style-type: none"> <li>• Background briefing on FAST report (2009), Capital Facilities Task Force (2010) and more: City Council meeting 3/21/16; "Current and Anticipated Service Delivery Models": City Council meeting, April 11 &amp; Council retreat, April 16</li> <li>• Discuss Bellingham Public Library Standard for Open Hours, background and recommendation</li> </ul> |        |
| <b>9. 2017-2018 Budget</b>  | 5 min  |
| <ul style="list-style-type: none"> <li>• Budget cycle calendar</li> </ul>   |        |
| <b>Time check: 4:55</b>   |        |
| <b>10. Trustee education</b>  | 5 min  |
| <ul style="list-style-type: none"> <li>• National Library Week, April 10-16, 2016: Libraries Transform</li> </ul>   |        |
| <b>11. New business</b>   | 2 min  |
| <b>12. Action items for next meeting</b>  | 3 min  |
| <b>Time check: 5:05</b>   |        |
| <b>13. Adjourn</b>  |        |

**Next Regular Library Board Meeting: Tuesday, May 17, 2016 – 3:30 p.m.  
 Location: Central Library, 210 Central Avenue  
 Bellingham, Washington**

The library meeting rooms are ADA accessible; however, if you require a sign interpreter or other hearing accommodation, please allow the library 48 hours notice. Order of agenda items may be adjusted.

Library Board  
April 18, 2016  
FYI



## Downtown exhibition features colorful sculptures near Central Library

Sculpture Northwest and the City of Bellingham present the Downtown Sculpture Exhibition. This new outdoor exhibition features sculptures by prominent Pacific Northwest sculptors, including two works by Christopher Pauley installed in front of the Central Library: *Two Cats on a Bicycle* and *Red Bird Apartment House*. They will be on display until April 2017. For more information, visit: [www.sculpturenorthwest.org](http://www.sculpturenorthwest.org).



## Central Library open special hours for May 6 Children's Art Walk

The Central Library will be open 6:00 - 9:00 p.m. Friday, May 6, during the 2016 Children's Art Walk. Stop to enjoy a snack, make a craft and view artwork created by local elementary school students. Limited library services will be available that evening in the Children's Department. Children's Art Walk, with art, music and performances throughout downtown Bellingham, is hosted by Allied Arts of Whatcom County. For more information, visit [www.alliedarts.com](http://www.alliedarts.com).

## SOCIAL SERVICES

# Public libraries join fight against homelessness

Libraries in major cities are adding social services

Some have hired social workers, added events for homeless people

Other users have objected to changes that bring in homeless

BY SOPHIE QUINTON  
*Stateline.org*

WASHINGTON, D.C.

Every weekday morning, people line up outside the central library in the nation's capital and wait for it to open. On a recent Monday, about two dozen people, some carrying shopping bags or large backpacks, clustered around the entrance. At 9:30 sharp, the doors opened and they trooped in.

Public libraries have long been havens for people with nowhere else to go. Now, a growing num-

ber of library systems are adding services for patrons who are homeless, hungry, or suffering from drug addiction or mental illness. For the District of Columbia, that means hiring a social worker, partnering with nonprofits and organizing social hours.

The library can be part of the city's efforts to reduce homelessness, said Jean Badalamenti, the social worker for the system here. "I see the library as playing a role in that, since this is where people are," she said.

Libraries in the Internet age offer more than books

Some of the people waiting to enter Washington, D.C.'s central library are homeless. A growing number of public libraries are trying to do more to help them.

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**I THINK LIBRARIES ARE FULLY EQUIPPED AND READY TO ADDRESS COMMUNITY NEEDS, AND THIS IS ANOTHER COMMUNITY NEED.**

*Sari Feldman, president, American Library Association*

and computer access. On a typical day, Washington's central library, the Martin Luther King Jr. Memorial Library, less than a mile from the White House, hosts all types of events,

from free tax preparation assistance for adults to poetry workshops for teens. Increasingly, public libraries also are providing social services, such as

serving children free lunches during the summer, said Sari Feldman, president of the American Library Association. Reaching out to patrons who don't have a safe

place to sleep at night is part of that trend.

Libraries are safe, open for long hours, and offer everything from public bathrooms to a place for people to search for online job listings. "I think libraries are fully equipped and ready to address community needs, and this is another community need," Feldman said.

Homelessness has fallen nationally since 2007. But in big cities such as Los

SEE LIBRARIES, 7A



SOPHIE QUINTON Tribune News Service

Library Board 4/18/16 FYI

## LIBRARIES

Angeles, New York and Washington, D.C., the numbers keep rising, according to the latest federal statistics. One in a hundred Washington, D.C., residents is homeless, according to the non-profit Metropolitan Washington Council of Governments' latest tally, and the homeless population has increased 11 percent since 2011.

Public libraries don't track patrons' housing status, and librarians say there's no way to tell whether someone lacks housing just by looking at them. But many library regulars in low-income neighborhoods and central cities don't have a home or a job to go to.

Some patrons who lack housing also struggle with mental illness or addiction, and need more than a quiet place to study or read. They might have breakdowns in the reading room, start fights in the lobby or sneak into the bathroom to use drugs.

During the recession, behavioral incidents spiked in the main branch of the Salt Lake City Public Library, said Tommy Hamby, the library's adult services coordinator. "We saw a lot of what our manager called 'new homeless,'" he said: panicked people who had just lost their homes and were in crisis mode.

## EXPANDING LIBRARY SERVICES

Public libraries have expanded services in a number of ways. San Francisco was the first to hire a social worker, in 2009. Washington, D.C., and Denver have followed suit. The Dallas Public Library has used grant money to station two AmeriCorps volunteers behind a help desk — as well as answering questions, they might help proofread resumes or help with food stamp applications — and to hire someone who refers patrons to social services.

In 2012, the Salt Lake City Public Library began stationing three outreach workers from Volunteers of America, Utah, a non-profit, at its main branch. "When that happened, it really, fundamentally changed the way we engaged with our patrons," Hamby said.

The outreach workers were trained to work with people experiencing mental illness, addiction and homelessness. They do everything from giving directions to nearby food banks to escorting victims of domestic violence to battered women's shelters and helping patrons get state ID cards.

"I helped a lady get a divorce decree once," said Ethan Sellers, who leads the Volunteers of America

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Joe Borrego, who lost his oil job

library team.

They also can step in to calm people in crisis and have trained library staff to do the same.

"Our police calls went down dramatically, our security calls dropped dramatically," Hamby said.

Effective programs also involve a philosophical shift. One of the first things the Dallas library did, for instance, was to require staff to take turns greeting all patrons at the door. Treating homeless people with respect was the first step, said Mary Jo Giudice, the library director.

Joe Borrego first walked into the Dallas library two Thanksgivings ago. Originally from South Dakota, he had lost his job in the oil fields, then fallen out with his brother and lost a place to stay.

A pamphlet distributed by the library help desk helped him figure out the basics, such as where to find food. But he says that encouragement from library staff did more to get his life back on track.

"Without that additional push, I'd probably still be sitting there on the homeless side of things," Borrego, 37, said.

He started attending coffee hours the library arranges to help regular

patrons and staff get to know each other. A lifelong guitar player, he started taking piano lessons — one of the arts classes the library introduced based on feedback from coffee hour attendees, most of whom are homeless.

Staff members encouraged him to show off his guitar skills at open mic nights around the city and to spend his nights at the Bridge, a homeless shelter and recovery program, rather than on the street.

Borrego said that the activities forced him to socialize and have faith in people again. He's now working as a busker, playing guitar on street corners and earning enough money to pay rent on a shared apartment.

Washington's library introduced coffee hours inspired by Dallas' model in November. And San Francisco's library has found another way to welcome homeless patrons: by hiring them. Five people who are working their way out of homelessness now make rounds of the building, offering advice to their peers and helping enforce library rules.

## SERVICE EXPANSION DRAWBACKS

Not every person who is homeless wants help. Some Dallas library patrons who are homeless mock the library's efforts, Borrego said. And not every library can afford to hire a social worker, although most can bring in local community organizations for occasional workshops and events.

Libraries also have to contend with how the presence of down-and-out people can make some more affluent patrons uncomfortable. Take this online review of the Salt Lake City Public Library's main branch, from a woman called Shauna: "I

don't feel comfortable walking outside by myself especially at night, because of beggars and homeless people."

The Salt Lake library raised some eyebrows when, in 2014, it briefly considered staying open 24 hours a day to give residents a safe haven. "Why not improve existing services for the homeless and return the downtown library to taxpayers," one Salt Lake Tribune reader commented. The idea was eventually rejected as too costly.

When Salt Lake's librarians hear those kinds of complaints they explain that libraries are open to everyone, including people who don't have a home, Hamby said.

Some patrons conflate homelessness with other issues, Dallas' Giudice said. "The people who live downtown are constantly accosted by people panhandling — which is illegal" in Dallas. But that's not something that happens in the library, and street beggars aren't necessarily homeless.

The Dallas library had a daylong forum for area residents, business owners and patrons experiencing homelessness last May and will have another, focused on mental illness, this year.

Libraries do have codes of conduct that allow them to temporarily eject or suspend patrons for minor offenses, such as falling asleep or smelling bad, and to ban them for longer periods for serious offenses, such as doing drugs.

But public libraries are public spaces, and library staff members like Washington's Badalamenti want to preserve that.

"The public library is one of the last places where people from all different backgrounds can be together," she said.

*Library Board  
April 18, 2016  
Consent agenda*

# Bellingham Public Library

**Regular Meeting of the Library Board of Trustees  
Tuesday, March 15, 2016 – Central Library  
Library Board Room – 3:30 p.m.**

Minutes of Actions and Decisions of the Library Board of Trustees of the Bellingham Public Library as authorized by RCW 27.12.210 and SEC. 7.02 Charter of the City of Bellingham.

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**Board Members Present:** J. Gordon, Marilyn Mastor, Rachel Myers, Tom Barrett, and Rick Osen.

**Library Staff:** Pamela Kiesner, Bethany Hoglund, Janice Keller, Jen Vander Ploeg and Wendy Jenkins.

**Others Present:** April Barker, City Council Liaison; Faye Hill, Friends of Bellingham Public Library.

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**Call to order and introductions:** Regular session was called to order at 3:34 p.m. by Chair, J. Gordon.

**Approve/modify agenda:** Rick Osen moved to approve the agenda. Marilyn Mastor seconded. Motion carried.

**Public comment:** No public comment.

**Consent agenda:** Marilyn Mastor moved to approve the February 16, 2016 minutes and the February 2016 performance and activity measure and financial reports. Rachel Myers seconded. Motion carried.

**Board members' reports:** Rachel shared that she received glowing feedback about Whatcom READS! One person referred to the Mount Baker Theatre event as "a magical evening."

**City Council liaison report:** April Barker reported City Council is discussing providing closed captioning on all City video screens. They are researching how other cities are handling this accessibility issue.

Albertsons will be closing their north side store on May 7, creating a food desert for many low income people without transportation. Albertsons owns the land and April is hoping they do not plan to let it sit vacant.

**Friends of Bellingham Public Library report:** Faye Hill, President, reported that the March booksale earned over \$11,000. The Friends are busy – the Ski-to-Sea sale is only two months away.

**Library Director's report:** Troi, one of our Clerks, is starting his MLIS degree as one of the iSchool's top admits, receiving a Dean's Fellowship. There are 5 other staff members, primarily Pages, who are working towards their Masters in Library Science. The Friends offer yearly scholarships to staff who are furthering their education in Library Sciences.

Pam attended and chaired a Library Council of Washington (LCW) meeting last week that was held in Olympia at the Temple of Justice at the Law Library. The acting State Librarian attended.

Pam distributed an updated copy of the Planning gift fund account.

Pam reminded trustees that the April board meeting will be held on Monday, the 18<sup>th</sup>, at Barkley Branch Library.

**Personnel update:** The new Clerk position – to enable us to extend Saturday hours at the branches – has moved up in the queue so it should be posted soon. We are aiming to extend the branch hours when we switch Central to summer hours after Labor Day weekend.

Jen Vander Ploeg has hired nine new pages.

Interviews for the Head of Information & Digital Services position were held on Friday. The top candidate's references were checked on Monday and an offer was made. Lola Estelle accepted the offer this morning. She has a Bachelor's Degree in English from Indiana University, a Master's Degree in Library & Information Science from the iSchool in Seattle, and a Master's degree in English Literature from WWU. She is currently a Solutions Architect with Ex Libris Group, a global provider of library automation technology.

#### **Committee reports**

- **Outreach Committee:** Tom met with Michael Lilliquist to discuss the library and other items and he shared that Michael is a great library supporter.
- **Facilities Committee:** Pam provided a Comprehensive Plan/Planning Commission update:
  - Peter Moy, From FCS, spoke with City Council, on February 22, about the financial situation going forward: "General Fund Forecast and Sustainability Strategies."
  - Rick Sepler and Moshe Quinn, from Planning, provided City Council with an overview of Level of Service (LOS). They mentioned that the library now has a Facilities LOS.
  - Last week city administration met with union leadership to discuss financial sustainability.
  - Department Heads have been asked to review past documents related to this discussion including the *FAST Report – Fiscal Alternatives for Stability Taskforce*, the 2010 *Capital Facilities Taskforce* report, and a 2014 COB study about improving administrative functions.
  - Department Heads were also asked to review their services matrix, considering what services are required by law (essential) and what are traditional.
  - The city is starting a new biennium process for the 2017-2018 budget and wants to plan ahead for sustainability. Pam suggested trustees attend or view City Council meetings.
  - The Planning Commission has proposed a language change in policy 60, "develop a plan for ~~explore the provision of additional~~ library services in the northern area of the city, including consideration of a branch library." April added that this

language has been in the document for 10 years; she would like to see action instead of words. Tom added that this is a planning document; if the language is there, it can open up possibilities.

- o Peter Moy recommended development of a regional fire authority, a metropolitan parks district, and a library district among other options. Pam told Department Heads that there has been an internal study on annexing with the county library, but not an in-depth cost benefit analysis. Trustees considered if this would be the best use of the feasibility study funds at this time, or if a programming study to determine how a library is operated now compared to 2007 would be more appropriate. The trustees will track the current Planning Commission process and Pam and J. will reach out to WCLS in the coming weeks. Pam will invite Brian Henshaw, Finance Director to come to a meeting to talk about the implications of districts. Rachel suggested a board work session in September if there is some movement with the reports and districts discussion.

**Discussion and possible action:**

- Extending elimination of fines on youth materials to adult card holders: Bethany Hoglund, Head of Youth Services, provided background information on the January 2013 elimination of fines for youth materials on youth cards. The goal was to increase the number of youth card holders and youth check outs. It has been very successful. There has been very positive feedback and it eliminated one of the barriers to service. There has been confusion for patrons about which cards will and will not assess fines on youth materials. We and WCLS are jointly proposing that we extend the elimination of fines on youth materials to all card holds to avoid this confusion and get books into children's homes. After discussion, Rachel Myers moved to accept the proposal to eliminate fines on youth materials for all card holders. Rick Osen seconded. Motion carried.
- Bellingham Public Library Level of Service standards: Pam asked the board if they would like to discuss and ratify other LOS standards such as drive time, distance, weekly open hours, materials collection size, to add to the square footage per capita LOS recently put in place. Rick suggested they work on 2 or 3 critical standards and offered to help with this. Top suggestions were open hours, materials collection and wait times for holds.
- Reciprocity with other libraries: Pam clarified this has come up because Upper Skagit has asked WCLS and BPL if we are interested in reciprocity. WCLS has reciprocity with Frazier Valley, Sno-Isle and Timberland – we do not, yet our collection is shared through the WCLS. Our intent would be for in-person, physical materials reciprocity, not including digital services. If the board agrees, Pam will have a small group of staff members work out the details. April added that it would be nice to see a measure on how many reciprocity cards are issued.

**Whatcom READS! report:** Janice Keller, Communications, Community Relations and Programming Manager, pointed out the last page of the packet with photos from Whatcom READS! It was a magical series of events with over 1400 attendees. The Mount Baker Theatre and Jansen Art Center events will be on BTV10 and on our website.

**New business:** No new business.

**Action items for next meeting:**

- Put together documents for LOS and reciprocity.
- April commented that she is pleased to see the online library card application that is good for 45 days, but is concerned that parental permission is needed under 18. Bethany



responded that she has a call into Northwest Youth Services to discuss teen issues and will know more later. Our goal is to identify and hopefully eliminate barriers to service for youth populations.

**Executive Session:** The Board of Trustees went into Executive Session at 5:00 p.m. James Erb, Senior Assistant City Attorney, provided information and direction on a potential litigation matter. No action was taken. The Executive Session was adjourned at 5:29 p.m. and went back into Regular Session.

**Meeting adjourned** at 5:30 p.m.

**Next Regular Library Board Meeting: Monday, April 18, 2016 – 3:30 p.m. at Barkley Branch Library, 3111 Newmarket Street, Suite 103, Bellingham, Washington**

ATTEST  
Secretary, Library Board of Trustees

Chair, Library Board of Trustees

**Bellingham Public Library  
Performance & Activity Measures, 2016**

*Liliana Board  
April 18, 2016  
Consent Agenda*

	March-16	March-15	Year to Date		% of change
			2016	2015	YTD
<b>Holdings - Number of materials in the library's collection</b>					
Physical copies added to the collection	1,715	1,729	4,964	5,811	-14.58%
Electronic copies added to the collection - <b>Hoopla removed</b>	(30,288)	22,316	(13,715)	22,694	-160.43%
Physical copies withdrawn from collection	(2,802)	(189)	(7,404)	(2,941)	151.75%
Total physical holdings			185,777	195,783	-5.11%
Total electronic holdings			49,664	50,911	-2.45%
<b>Total Holdings (Physical and Electronic)</b>			<b>235,441</b>	<b>246,694</b>	<b>-4.56%</b>
<b>Circulation - Number of items checked out or renewed; includes Interlibrary Loan and Outreach activity</b>					
<b>Central Library</b>					
Adult	62,091	65,848	178,051	191,430	-6.99%
Youth	38,232	39,227	109,596	113,835	-3.72%
<b>Sub-Total Central</b>	<b>100,323</b>	<b>105,075</b>	<b>287,647</b>	<b>305,265</b>	<b>-5.77%</b>
<b>Fairhaven Branch</b>					
Adult	4,839	6,059	17,003	17,837	-4.68%
Youth	1,710	1,966	5,246	5,577	-5.94%
<b>Sub-Total Fairhaven</b>	<b>6,549</b>	<b>8,025</b>	<b>22,249</b>	<b>23,414</b>	<b>-4.98%</b>
<b>Barkley Branch</b>					
Adult	3,384	3,877	11,204	11,223	-0.17%
Youth	2,500	3,145	7,170	8,064	-11.09%
<b>Sub-Total Barkley</b>	<b>5,884</b>	<b>7,022</b>	<b>18,374</b>	<b>19,287</b>	<b>-4.73%</b>
<b>Bellingham Technical College</b>					
Adult	119	73	335	282	18.79%
Youth	11	4	39	16	143.75%
<b>Sub-Total BTC</b>	<b>130</b>	<b>77</b>	<b>374</b>	<b>298</b>	<b>25.50%</b>
<b>Whatcom Community College</b>					
Adult	283	293	814	774	5.17%
Youth	93	78	218	172	26.74%
<b>Sub-Total WCC</b>	<b>376</b>	<b>371</b>	<b>1,032</b>	<b>946</b>	<b>9.09%</b>
<b>Western Washington University</b>					
Adult	510	478	1,299	1,369	-5.11%
Youth	230	118	607	400	51.75%
<b>Sub-Total WWU</b>	<b>740</b>	<b>596</b>	<b>1,906</b>	<b>1,769</b>	<b>7.74%</b>
<b>Online Services</b>					
Hoopla (removed March 2016)	0	494	0	494	
NW Anytime Library Overdrive	11,430	10,198	33,398	29,608	12.80%
Tumblebooks	3,019	7,889	8,725	19,883	-56.12%
Zinio	1,692	1,406	5,018	4,841	3.66%
<b>Sub-Total Online</b>	<b>16,141</b>	<b>19,987</b>	<b>47,141</b>	<b>54,826</b>	<b>-14.02%</b>
<b>Total Circulation</b>	<b>130,143</b>	<b>141,153</b>	<b>378,723</b>	<b>405,805</b>	<b>-6.67%</b>
<b>Holds Activity</b>					
Holds Resolved - BPL staff filling holds for pickup at BPL & WCLS Systems	51,700	49,194	147,413	142,591	3.38%
Holds Filled - holds checked out at BPL, FH, Barkley and WCC	33,105	31,958	94,495	92,481	2.18%
<b>Services</b>					
<b>Persons Visiting - Number of persons counted as they enter the libraries or visit remote website</b>					
Central Library (In February, re-opened Sundays during 2014 school-year)					
Adult	48,541	50,224	138,347	141,182	-2.01%
Childrens	13,276	13,312	38,124	38,533	-1.06%
Fairhaven Branch	7,456	6,378	20,440	18,964	7.78%
Barkley Branch	3,589	3,832	11,121	10,065	10.49%
<b>Total Persons Visiting</b>	<b>72,862</b>	<b>73,746</b>	<b>208,032</b>	<b>208,744</b>	<b>-0.34%</b>
<b>Website Visits</b>	49,705	46,811	145,918	138,255	5.54%
This count reflects number of visits to <a href="http://www.bellinghampubliclibrary.org">www.bellinghampubliclibrary.org</a>					
<b>Bibliocommons Visits</b>	11,664	10,702	36,640	32,182	13.85%
This count reflects number of visits to Bibliocommons					
<b>Total Website Visits</b>	<b>61,369</b>	<b>57,513</b>	<b>182,558</b>	<b>170,437</b>	<b>7.11%</b>
<b>Computer Usage - Number of sessions</b>					
Central Library					
Adult & Teen (30 terminals)	6,378	7,115	17,782	19,902	-10.65%
Childrens (3 terminals)	232	215	714	628	13.69%
Fairhaven Branch (7 terminals)	646	472	1,842	1,507	22.23%
Barkley Branch (4 terminals)	288	284	832	783	6.26%
<b>Total Computer Usage</b>	<b>7,544</b>	<b>8,086</b>	<b>21,170</b>	<b>22,820</b>	<b>-7.23%</b>
<b>New Borrowers Registered</b>					
Central Library	482	603	1,478	1,669	-11.44%
Fairhaven Branch	55	16	131	65	101.54%
Barkley Branch	22	14	69	50	38.00%
<b>Total New Borrowers Registered</b>	<b>559</b>	<b>633</b>	<b>1,678</b>	<b>1,784</b>	<b>-5.94%</b>
<b>Programs - Library sponsored or co-sponsored educational, recreational, or cultural programs</b>					
Programs	128	158	338	378	-10.58%
Attendees	4,767	4,652	10,515	11,369	-7.51%
<b>Volunteer Hours</b>	912	1,191	1,830	2,234	-18.08%

Library Board  
 April 18, 2016  
 Consent Agenda

**BELLINGHAM PUBLIC LIBRARY**  
 Board of Library Trustees

**MARCH 2016 CLAIMS**

LIST OF CLAIMS AGAINST THE BOARD OF LIBRARY TRUSTEES AND THE CITY OF BELLINGHAM TO BE CONSIDERED AND APPROVED AT THE REGULAR BOARD MEETING OF APRIL 18, 2016, IN ACCORDANCE WITH RCW 27.12.210 AND 27.12.240.

	VENDOR	AMOUNT
<b>ADMINISTRATION</b>		
Communications/ITSD charges	City of Bellingham (Interfund)	1,954.00
Director & Institution dues	American Library Association	1,056.00
Desk arm	Amazon.com	180.97
Help Desk computer cable move	Baron Telecommunications	1,617.67
Bellingham Family advertisement	Bellingham Herald	295.00
Virtual Reference Conference - presenting	Suzanne Carlson-Prandini	174.98
Email marketing	Constant Contact	1,780.44
Printing	Copy Source	221.61
Water @ Barkley Branch	Crystal Springs	16.05
Name tags	Laserpoint Awards	100.38
Security software maintenance	Ninite.com	20.00
Office supplies; toner	Office Depot	292.45
Monitors	OfficeMax	704.94
Barkley operating costs	Talbot Services LLC	533.33
Help Desk electrical work	VECA Electric	1,065.26
	<b>ADMINISTRATION Sub Total</b>	<b>\$10,013.08</b>
<b>PUBLIC SERVICE</b>		
Help Desk supplies	Ace Hardware	31.99
Caster wheels return	Amazon.com	(117.00)
Library materials returned	Library Refunds	117.98
Room reservation cancellations	Library Refunds	737.50
Copier paper; program supplies	Office Depot	219.08
Copier costs	Ricoh USA	677.29
Lost ILL book	Salt Lake City Public Library	38.00
Debt collection	Unique Management Services	223.75
ILL postage	USPS	45.00
B & O taxes	WSDR	47.52
	<b>PUBLIC SERVICE Sub Total</b>	<b>\$2,021.11</b>
<b>OUTREACH</b>		
Diesel fuel	Reisner Distributor	77.23
Van maintenance & repair	City of Bellingham (Interfund)	636.00
	<b>OUTREACH SERVICES Sub Total</b>	<b>\$713.23</b>
<b>TECHNICAL SERVICES</b>		
Subscription fee	Baker & Taylor	1,081.56
ILL & tech services	OCLC	2,072.80
Book & label tape	Office Depot	135.54
	<b>TECHNICAL SERVICES Sub Total</b>	<b>\$3,289.90</b>
<b>LIBRARY ACQUISITIONS</b>		
Books, recorded books, CDs, DVDs	Amazon.com & other credit purchases	373.36
Books	Baker & Taylor	11,697.90

BELLINGHAM PUBLIC LIBRARY  
Board of Library Trustees

MARCH 2016 CLAIMS

Books	Cavendish Square Publishing	207.96
DVDs, CDs, recorded books, Hoopla	Midwest Tape	6,186.49
eBooks, audiobooks	Overdrive Inc	758.10
Databases	Value Line Publishing	4,050.00
Books	Village Books	45.90
<b>LIBRARY ACQUISITIONS Sub Total</b>		<b>\$23,319.71</b>

**GIFT FUND**

Books	Amazon.com	120.18
Books	Baker & Taylor	176.15
Books	Center Point Large Print	91.18
Books	Gale	198.98
<b>GIFT FUND ACQUISITIONS Sub Total</b>		<b>\$586.49</b>

**TOTAL GENERAL FUND** \$39,357.03

**TOTAL CLAIMS** \$39,943.52

GL787

WKD - QUARTERLY REPORT - GF

Report Format 712

Acc.Period 3 ending March 31, 2016

Transaction status 1  
Rounding to Whole Dollars

		YTD Actual	Adopted Budget	Revised Budget	Variance From Revised	%% Complete
Dpt 0190	LIBRARY					
Grp 191	LIBRARY ADMINISTRATION					
ExO 010	SALARIES & WAGES	68,008	247,935	247,935	179,927	27.4
ExO 020	PERSONNEL BENEFITS	26,554	103,837	106,143	79,589	25.0
ExO 030	SUPPLIES	5,863	36,287	36,287	30,424	16.2
ExO 040	SERVICES	48,950	204,804	202,800	153,850	24.1
		-----	-----	-----	-----	-----
Grp 191	LIBRARY ADMINISTRATION	149,376	592,863	593,165	443,789	25.2
Grp 193	LIBRARY SERVICES					
ExO 010	SALARIES & WAGES	480,150	1,804,010	1,832,317	1,352,167	26.2
ExO 020	PERSONNEL BENEFITS	193,997	781,817	810,319	616,322	23.9
ExO 030	SUPPLIES	71,291	449,962	490,262	418,971	14.5
ExO 040	SERVICES	18,378	86,479	86,224	67,846	21.3
ExO 050	INTERGOVT SERVICES PAYMENTS		6,500	6,500	6,500	
		-----	-----	-----	-----	-----
Grp 193	LIBRARY SERVICES	763,816	3,128,768	3,225,622	2,461,806	23.7
Grp 195	LIBRARY FACILITIES					
ExO 040	SERVICES	166,000	661,094	667,094	501,094	24.9
		-----	-----	-----	-----	-----
Report Final Totals		1,079,192	4,382,725	4,485,881	3,406,689	24.1
		=====	=====	=====	=====	=====

Library Board  
April 18, 2016  
Item # 7

**Kiesner, Pamela N.**

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**From:** Farley, Beth  
**Sent:** Tuesday, March 29, 2016 4:56 PM  
**To:** Grp.LI  
**Subject:** Improved access to library services

Hi all,

Currently, patrons owing \$10 or more in fines and/or fees are blocked from accessing in-house Internet computers. Those owing \$50.00 or more are blocked from accessing online resources including Overdrive. In an effort to remove barriers to library use, BPL along with WCLS, have jointly agreed to remove these blocks. This change will be effective tomorrow.

The Joint Management Team considered these factors when making this decision:

- *Fines and fees are intended to control circulation of physical items within library collections.*
- *Physical collections remain available for in-house use to patrons with blocks totaling \$10.00.*
- *High risk patrons that are unable to return materials on time or in good condition are not necessarily a risk to electronic materials or in-house Internet computers.*
- *Removing this block would increase use of in-house computers and electronic resources.*

Another positive change following on the heels of NO fines on children's materials!

-Beth

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**Beth Farley**

Head of Collection Services  
Bellingham Public Library  
210 Central Ave, CS-9710  
Bellingham, WA 98227-9710  
Office: 360-778-7234  
[bfarley@cob.org](mailto:bfarley@cob.org)

[www.bellinghampubliclibrary.org](http://www.bellinghampubliclibrary.org)

Note: My incoming and outgoing email messages are subject to public disclosure requirements per RCW 42.56



# City Council Agenda Bill

*Library Board  
April 18, 2016  
Item # 8*

**21151**

**Bill Number**

**Subject: Background Briefing: FAST Report (2009), Capital Facilities Task Force Report (2010) and Administrative Functions Review (2014); Interim Steps to Preserve Options**

**Summary Statement:** This briefing is to provide background information on three studies that were prepared to address changing circumstances associated with the City's ability to maintain service levels and provide facilities. Each of the studies contained recommended strategies for implementation. These reports have been recently reviewed by City staff to identify whether proposed strategies were implemented and if so, were the results successful. Additionally, Administration will brief the Council on interim steps to be implemented that will preserve options during the development of a sustainable financial strategy.

**Previous Council Action:** At their March 7, 2016 meeting, Council heard a presentation on a proposed process to develop alternative strategies to address sustainable service delivery.

**Fiscal Impact:** This is a background briefing only. Modifying service levels would have a fiscal impact dependent on the proposed revision.

**Funding Source:** N/A

**Attachments:** Executive Summary on the Administrative Structure Review  
Executive Summary on Interim Steps to Preserve Options  
Memo on Administrative Functions Review

Meeting Activity	Meeting Date	Staff Recommendation	Presented By	Time
Committee Briefing Information Only	3/21/2016	Information Only	Rick Sepler, PCDD, Ted Carlson, PW and Brian Heinrich, Exec.	30 minutes

**Recommended Motion:**

**Council Committee:**  
Committee Of The Whole

**Agenda Bill Contact:**  
Rick Sepler, Planning and Community Development, 360-778-8300

**Council Action:**

Reviewed By	Department	Date
<i>Rick M. Sepler</i>	Planning	03/14/2016
<i>Matthew T. Stamps</i>	Legal	03/15/2016
<i>Kelli J. Linville</i>	Executive	03/15/2016

## ***I. Executive Summary***

### **Purpose**

Mayor Dan Pike appointed FAST in late November, 2008 in response to increasing signs that the City of Bellingham's financial well-being was being eroded by the national recession. In short, the charge given to FAST was to find new ways of doing business that provided sustainable, lower-cost approaches to the City's mission. In the near-term, that charge included finding the means for solving a projected \$6 million deficit in General Fund spending in the 2010 fiscal year. Unabated, this deficit was expected to mean between 50 and 75 additional staff layoffs on top of the 30 positions eliminated through other austerity measures since the summer of 2008.

### **Membership**

The taskforce was comprised of nine City of Bellingham department heads or their designees and two members of the Bellingham City Council. See full report for a roster of members. The members' expertise was augmented by work sessions with all department heads, prior budget studies done for the City, best practices from other communities, surveys of some employee groups and an online survey for cost reduction ideas from the general public.

### **Report Format**

In addition to introductory information that describes the scope of the problem in more detail, the report divides the taskforce's recommendations into fiscal years and again by three spheres of decision making authority: management prerogative, those requiring Council or another jurisdiction's approval and those which must be bargained with one or more of the City's eight (8) represented employee groups. Recommendations focus mostly on cost reductions, though a few ideas about revenue generation are also included.

In total, the FAST makes 34 specific recommendations and offers some methodology suggestions for tackling any deficit balance that remains after adopted recommendations are accounted for. The report also identifies more than a dozen concepts that hold promise for further savings but for which FAST did not have sufficient time or expertise to give full consideration before our deadline.

### **General Highlights**

As options to solve the financial dilemma, FAST recommends:

- \$1,477,500 in cost reductions feasible by management prerogative
- \$439,000 in additional cost reductions requiring Council or other jurisdictional approval
- \$4,830,000 in cost savings that will require voluntary concession or negotiation by bargaining units
- \$45,000 in new earned revenues executable by management prerogative; and
- \$1,530,000 in one-time or ongoing revenues that will require Council approval



### **Specific FAST Recommendation Examples**

Among the 34 specific recommendations to the Mayor are the following (decision-making authority follows each in parentheses), mostly for 2010:

- Delay the hiring of the Public Development Authority Executive Director (PDA Board)
- Cancel mid-2009 salary “bumps” to eligible employees (bargaining unit negotiation)
- Centralize and reduce public information officer & marketing functions (management prerogative)
- Reduce the City’s auto fleet (management prerogative)
- Centralize City Hall receptionist functions in the foyer and reduce related FTEs (management prerogative)
- Integrate and reduce Executive and Legal Department staffing (management prerogative)
- Consolidate or disband 16 City boards and commissions (Council approval)
- Reduce General Fund subsidy of the Art and Children’s Museum (management prerogative)
- Implement non-resident program admission and facility use charges (management prerogative)
- Implement Fire Department management’s plan to cross-staff the primary ladder rig to free personnel for absence coverage to reduce overtime (management prerogative)
- Place a moratorium on the purchase of “Green Power” from PSE pending exploration of less costly alternatives (management prerogative)
- Freeze salaries and wages for all employees in 2010 (bargaining unit negotiations)
- Reduce a number of city employees benefit costs and buyouts, including using less costly insurance plans with higher deductibles (bargaining unit negotiations)
- Incorporating the statutorily allowed 1% property tax levy increase and the City’s banked property tax capacity into the 2010 budget to avoid service cuts (Council approval)

### **Contingency Plans**

Should enough of the 2010 \$6 million deficit not be recovered through adoption of FAST’s specific recommendations, the body provides guidance on how the uncovered deficit should be assigned to city departments, with discretion of reaching those assigned targets given to department heads. Three methodologies for assigning reduction targets are discussed.

### **Summary**

Though most are not pain-free choices, FAST concludes that options exist to solve the budget crisis and largely avoid high numbers of layoffs, if management, policymakers and labor work together for the greater good.

## EXECUTIVE SUMMARY

The City of Bellingham **Capital Facilities Task Force**, comprised of citizens and supported by elected officials and city staff, addressed two key issues facing Bellingham:

- City capital-spending priorities (*What facilities do we need most?*)
- Appropriate funding mechanisms to pay for priority projects (*How will we pay for them?*)

## GUIDING PRINCIPLES

In response, the task force developed five Guiding Principles, each of which is further elaborated into Directives. The Guiding Principles provide overall guidance as Bellingham makes capital investment decisions during the coming years. Each Guiding Principle is supported by several policy Directives that add focus and clarification. Using these Guiding Principles and Directives, the task force identified a set of capital projects it believes should be given high priority. The Guiding Principles are ranked in importance and organized into the order in which they should be applied.

### 1. Make fully-informed decisions

The task force believes that the first order of business should be to conduct a careful and comprehensive assessment of the city's existing assets and the drivers of future capital requirements.

### 2. Be prudent

Given current economic conditions, the task force's second Guiding Principle urges the city to be cautious in committing to new projects, and to focus first on maintaining existing infrastructure.

### 3. Pursue alternatives

Next, the task force believes it is important to minimize capital spending by seeking alternatives to capital projects. The task force particularly supports partnering with the private and nonprofit sectors and encouraging changes in citizen behavior that could delay or reduce capital expenditures.

### 4. Protect basic assets and services

When capital investment cannot be avoided prudently, priority should be given to projects that fulfill local government's basic duties to protect public health, safety and welfare.

### 5. Where and how we build matters

Finally, the task force recommends that the city be mindful of the impacts and importance of location for new projects.

## Guiding Principles

1. Make fully-informed decisions
2. Be prudent
3. Pursue alternatives
4. Protect basic assets and services
5. Where and how we build matters

## DEBT CAPACITY MODELING

To fulfill the second part of its mission, the task force examined the current financial status of the city, with consideration of current and likely future economic trends. In particular the task force evaluated the city's capacity to assume and service significant debt required for major capital projects. The task force surveyed the suitable revenue sources and financing options for various kinds of projects and program areas, comparing the magnitude of anticipated future needs with projected financial capacity.

These analyses show that existing revenue streams are insufficient to meet all anticipated capital needs, and reinforced the belief that prioritization of capital facilities is essential. The task force concluded that, although there are specific revenue options available to the city for completing existing priority projects, the current state of the economy and the resulting uncertainty about city revenues requires a deep analysis of specific revenue proposals before recommendations on preferred options can be made. The task force did not have the time to adequately investigate all revenue options and therefore did not bring forward specific funding options to the council.

*It is important for readers to understand that the information gathered by the task force, the group's analysis, and the writing of this report all were completed in the midst of the most impactful recession of our time. This reality is the filter through which all our recommendations were made.*

The task force does provide guidance in financial management with specific examples within the Debt Capacity section of this report. The City Council should work closely with the Mayor's Office and Finance Department to develop a comprehensive long-term funding plan that provides for appropriate fiscal planning to complete these priorities.

## PRIORITY CAPITAL PROJECTS

The task force also recommends the city pursue eleven priority capital projects, completing them where possible in the next decade. These priorities were selected by applying the Guiding Principles and assessing the capital needs of the wide range of city government's responsibilities. These recommended priority capital projects are listed in the order of descending priority and by fund category in the chart on the next page and described more fully in the report. The task force is very much aware that this short list of priority capital projects leaves out numerous valuable and even critical government services and facilities. Unfortunately, at this point in time, the city's needs outstrip its means. Prioritization is essential, now more than ever, if the city is to fulfill its basic responsibilities and deliver the benefits of democratic self-government to its citizens.

It is important for readers to understand that the information gathered by the task force, the group's analysis, and the writing of this report all were completed in the midst of the most impactful recession of our time. This reality is the filter through which all our recommendations were made.

The task force concluded that the preservation of existing infrastructure is clearly a high capital priority and that any new initiatives should be tempered and pursued with a great degree of financial caution. Despite this reality, the task force also is very confident in the city's ability to not only weather these recessionary times but to come through this difficult period with a strong financial future.

**GENERAL FUND PRIORITIES**

**ENTERPRISE FUND PRIORITIES**

- 1. **Maintain and repair existing city streets**
- 2. **Restore and protect Lake Whatcom Reservoir watershed**
- 3. **Develop library system plan**
- 4. **Implement Phase 1 of Waterfront Master Plan**
- 5. **Focus on use and maintenance of existing general city buildings**
- 6. **Implement a master plan for city-wide information management**
- 7. **Improve safety and multi-modal options on existing streets**

- 1. **Maintain and replace water and sewer mains and stormwater infrastructure.**
- 2. **Upgrade wastewater treatment facility**
- 3. **Address stormwater treatment and collection facilities citywide**
- 4. **Install meters for all water customers**





City of Bellingham  
210 Lottie Street  
Bellingham, WA 98225

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**MEMORANDUM**

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**TO:** MAYOR KELLI LINVILLE  
BELLINGHAM CITY COUNCIL

**FROM:** BRIAN HEINRICH, DEPUTY ADMINISTRATOR

**SUBJECT:** ADMINISTRATIVE FUNCTIONS REVIEW

**DATE:** MARCH 15, 2016

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In 2014, the Administration conducted a high level assessment of the current organizational and administrative structure in order to identify opportunities where further efficiency and effectiveness might be achieved.

The following areas were identified for improved function, effectiveness, and efficiency:

- X*
- 1) ***Regionalize service delivery of some services, such as fire, parks or libraries.*** New models in shared or regionalized service delivery have emerged as local governments have struggled with dwindling resources. This concept was identified as a strategy by Peter Moy of FCS and in the Fiscal Alternatives for Stability Task Force (FAST) report as well.
  - 2) ***Continue to support the entrepreneurial shift in museum governance.*** A variation on the theme of shared services, this involves working with a nonprofit organization to rebalance the governance and financial support of the museum so that it flourishes as a cultural asset but relies less on city taxes for support in the future. A museum operations assessment was done in 2014, and the Museum Foundation is using the assessment as a guide for an implementation strategy.
  - 3) ***Reduce complexity of civil service regulations.*** Other cities in Washington state have models where civil service rules apply primarily to public safety functions. This option could reduce the layers of rules and regulations surrounding recruitment, selection and classifications, allowing more streamlined business processes and management flexibility. The scope of civil service is codified in the City charter, and requires a vote of the residents of Bellingham to change.
  - 4) ***Use lean management practices to identify new ways of delivering better services within existing resources.*** A disciplined application of lean management to prioritized areas of opportunity could lead to even further improvements in operational efficiency, effectiveness and customer services. The Permit Center completed lean training in 2014. Other candidates for lean management training include real estate management,

human resources class and compensation, any service for which a new IT system will be implemented, purchasing and payroll, and consolidation of staff into new facilities.

- 5) ***Create a center of excellence for grants and/or contracts management.*** The City depends on grants and contracts for the delivery of important services. Increasing the technical and managerial expertise for creating clear agreements, monitoring those agreements and managing relations with vendors and grantees is recognized as a leading practice, and remains as an option to pursue further.



# City Council Agenda Bill

*LibRARY Board*  
*April 18, 2016*  
*Item # 8*  
**21197**  
**Bill Number**

**Subject:** Current and Anticipated Service Delivery Models

**Summary Statement:** The Administration is considering strategies to continue to provide sustainable services for the community into the future. The proposed strategies, in conjunction with ongoing efforts to seek operational efficiencies, will allow more time for options to be identified, discussed and potentially implemented. The attached worksheet highlights operational challenges without identified new sources of revenue or efficiencies.

**Previous Council Action:** At the March 21, 2016 meeting, Council heard background presentations on reports and studies prepared to address sustainable service delivery.

**Fiscal Impact:** The proposed strategies will be considered when developing the 2017-2018 Budget.

**Funding Source:** N/A

**Attachments:** 4-11-16 Memo to Council  
4-11-16 Worksheet

Meeting Activity	Meeting Date	Staff Recommendation	Presented By	Time
Committee Briefing Information Only	4/11/2016	Information Only	Mayor Kelli Linville	10 minutes

**Recommended Motion:**

**Council Committee:**  
Committee Of The Whole

**Agenda Bill Contact:**  
Brian Heinrich, Executive 778-8100

**Council Action:**

Reviewed By	Department	Date
<i>Brian M. Heinrich</i>	Executive	04/05/2016
<i>Matthew T. Stamps</i>	Legal	04/05/2016
<i>Kelli J. Linville</i>	Executive	04/06/2016



*Library Board  
April 18, 2016*

**MAYOR'S OFFICE**  
Kelli Linville, Mayor  
City Hall, 210 Lottie Street  
Bellingham, WA 98225  
Telephone (360) 778-8100  
Fax (360) 778-8101

**To:** Bellingham City Council  
**From:** Mayor Kelli Linville and the City Department Head Team  
**Date:** April 11, 2016  
**Re:** Interim Steps and City Services

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As you are aware, City Administration is considering options to address current and future budget constraints while a series of mid- and long-term strategies are investigated and evaluated. It is anticipated that these strategies will be in place so that the City can continue to meet the established General Fund reserve requirements (2-3 years) and that the strategies are implemented to avoid the further depletion of General Fund reserves.

I, and the Department Head team, strongly recommend this approach as it is clearly in our community's interest to develop strategies to provide consistent service delivery into the future. However, it is likely that during the interim period demands will increase but resources will remain constant. In light of this, the Department Head Team will work diligently to find ways to minimize impacts to service and programs during this time.

Each department has prepared an assessment of what changes might be expected in the next 2-3 years (attached for your reference) if there are no new funding models, efficiencies, or changes in service delivery models. In general, the level of service changes would occur gradually and become noticeable over time, becoming most apparent at the end of the second year.

Although we are confident in the City's ability to address emergencies and/or major challenges in a timely manner, without adjustments there will be less capacity to respond to emerging issues in the near future. However, if we are successful in the implementation of more sustainable funding strategies, we expect to continue and expand our service levels into the future.



Rehman Board  
April 18, 2016

## Impacts of Diminished Resources on City Departments

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*From the perspective of your department, where are we now in terms of the provision of services?*

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### Exec

Exec staff is smaller than in years past from an FTE standpoint, but some functions are now housed in PCD

### Finance

As an internal service department we have already eliminated most of the proactive or optional items we used to provide. Items such as: financial analysis, auditing, financial planning, debt management, and investment decisions are all done when time allows. We are trying to keep up with mandated items such as the budget and CAFR Comprehensive Annual Financial Report as well as the day-to-day financial requirements of the city. Regulations are making this more and more complex as well as time consuming. New initiatives by council and departments need to be coordinated and prioritized

### Fire

In terms of Emergency Response we are "good" in most areas. We are in need of a different response model to handle our BLS calls. This was recognized when I arrived at BFD and continues to strain our fire suppression response as demand (call volume) for EMS services grow. This situation will compound annually and hence we will be looking at opportunities to staff dedicated BLS aid car(s).

We are no longer equipped and properly trained to mitigate low frequency/high risk technical responses.

We are understaffed and underfunded in our public education/public information programs as evidenced by 1) our recent WSRB (Washington Survey & Rating Bureau) rating, 2) our realization of the public's (lack of) awareness/education of EMS services during EMS levy future funding discussions, 3) response to city wide survey indicating that the number of city residents who feel they are prepared for a disaster are fewer than in previous surveys (due to a decreased OEM public outreach) and 4) recent community feedback (attached letter; 2<sup>nd</sup> paragraph).

We are challenged in meeting all of the regulatory training requirements placed upon us due to an understaffed training division and a taxed operations division

### Human Resources

As an internal service department, our primary customer is other city departments. We currently don't meet the service expectation in class and compensation work (perhaps others).

## IT

We are struggling to meet department needs, department demands, compliance requirements, and planned changes with current resources. Some departments have compensated by hiring/dedicating their staff to technology-related work.

Metrics demonstrate increased demands:

- Increased demand - The number of devices supported, online services provided, frequency of systems changes - has increased year over year for several years
- Service response - (resolution of calls for help) has not met internal goals
- 

We prioritize all work efforts based on demand, urgency and risk/benefit

We are behind the curve in some key areas (old systems, disaster recovery, compliance management, record-keeping, management of outside vendors and contracts, keeping pace with rapid changes in technology in some areas)

## Legal

We have sufficient staffing on the civil side. Prosecution is at capacity and stretched due to I increases in tasks associated with jail, jail alternatives, and jail diversion work.

## Library

Library staff and trustees are inventive about how we deliver library service. We consolidate, collaborate, and automate to work efficiently. We closely review staff vacancies and reinvent positions if necessary to meet contemporary demand. We partner with area organizations and individuals to provide public programs to meet community needs and interests.

Despite these measures, the Library struggles to provide consistent, contemporary, and up-to-date library services. This is because of a combination of factors, including cutbacks in staff, library materials, and open hours along with outdated, inefficient facilities.

Today's complex information environment and technologies, an emphasis on early and lifelong learning, and increased public demand for convenience significantly impact library service. In 2016, the library lacks the staff and materials resources to provide much more than very minimal service. For example:

Open hours: We are open to the public fewer hours than in 2009, while our patrons consistently request additional hours of operation. Staffing levels make it difficult to adequately staff service desks, answer phones, process and transport materials, keep library technology running, and perform other basic operational responsibilities required to keep the library doors open to the more than 2,000 people who come through them each day.

Budget for books and materials: The materials budget is 9% (when the standard is closer to 15-20%) of the library budget at a time when library materials are changing formats, there is steady demand, and costs are increasing. As we withdraw outdated and worn materials, our collection shrinks because we do not have the resources to replace them. Our collection numbers are below standard and our ability to meet our community's demand for basic library resources is limited.

Community partnerships: We receive regular requests for library services and library collaboration with outside agencies who are spread equally thin providing vital community services. Some examples include: social and public health services, which are our community's lifelines to at-risk populations; birth-to-kindergarten early learning services; adult education, especially in the area of technology literacy. Joining forces with other agencies to provide vital public services increases efficiency but also requires staff. Under current conditions, it is virtually impossible for us at this time to increase these kinds of community partnerships AND to serve the public well at three locations and online.

### Muni Court

The Bellingham Municipal Court is providing all of the legally mandated functions of the Court as well as managing several functions that have been added without the provision of any additional staff. We have taken over parking administrative services after the loss of the Supervisor who was in charge through Public Works; are receipting all parking payments previously having been routed through Finance; have added a Mental Health court; have re-implemented Law Day for local 8<sup>th</sup> grade students; have lost the services of the local Hearing Examiner for Pro Tem services and are supplying our Commissioner for back up services to that division; and have recently helped to create and administrate the new Electronic Monitoring services offered for defendants to serve sentencing in lieu of serving jail.

We are doing an excellent job with our resources but are definitely stretched to our absolute capacity without additional staff.

### Museum

The City of Bellingham currently provides slightly more than \$1.52 million in general fund dollars to support the Whatcom Museum. The majority of these funds support approximately 10 FTE positions needed to operate the Museum and display and care for museum collections. An additional 9 FTE positions is supported by the Whatcom Museum Foundation along with all funds needed for museum exhibitions, programs, staff development, and the operation of the Family Interactive Gallery.

A recent independent operational assessment of the museum by an outside consultant resulted in 31 recommendations that would help the museum function more efficiently and begin to become more sustainable through a reduction, not elimination, of the financial support by the City. The "status quo" option for support by the City, coupled with implementation of the consultant recommendations, would allow the Museum to function in a more efficient manner, better serving the community and constituents.

### Parks

Parks and Recreation Department staff has decreased from a total of 104 FTE's in the 2008 budget to 86.5 for 2015-2016. 3 positions in Park Operations are now funded through the Greenway Levy capital funding, rather than the general fund.

With less staff and added developed park acres, including Squalicum Creek Park and 6 miles of new trails, overall maintenance levels have been reduced, with less frequent mowing and

weeding, and less frequent cleaning of facilities. We have not been able to add services that the public has requested: Additional trash cans and more dog waste stations along trail corridors. There is also a back log of hazard trees to be removed in open space areas.

Recreation program cuts were made in toddler, youth, teen, and adult programs. The focus of Recreation has changed to facilitating events that occur in our parks and working with contract service providers who offer programs.

## Planning

PCD is comprised of three divisions: Development Services (Permit Center); Long Range Planning and Community and Economic Development. From the perspective of each division:

Development Services - Benefitting from Lean assessment, review times has been significantly reduced for most common permits. This is due to greater efficiencies in the process and the elimination of waste. However, as permit volumes grow (now exceeding pre-recession boom levels) review times are getting longer. Pre-applications are a good indicator of future volumes and are now 2-4 weeks out.

Long Range Planning (LRP) - The state-mandated Comp Plan process is an "all-hands" event for LRP. Queued in line are the Annexation Phasing Plan and a revamping of the commercial zoning code. Capacity to do individual neighborhood plan revision is very limited (as would be any effort similar in intensity such as an Urban Village Plan).

Community and Economic Development - Continues to leverage limited funding to foster positive outcomes for our community. Directly liaises with private interests and NGO's to facilitate and support both economic development and "quality of life" services. Administers the housing levy in a very entrepreneurial fashion that has resulted in it exceeding production goals. All of these efforts are very "hands-on" and intensive and stretches the resources of the Division.

## Police

We are meeting basic expectations; response times, general service levels. However, we are unable to provide the time necessary to develop positive community relations with individual citizens. This is a result of our current staffing model which is based upon meeting minimum service call demands and not a true beat/community policing deployment plan.

From a Patrol Perspective, since 2011 BPD has experienced an increase of just over 18,000 calls for service. The last 5-year trend continues to show increases between 600 and 8000 calls per service each year. Workload staffing analysis suggests that if we want to obtain a balance of reactive/proactive service, increases in personnel are needed throughout the Department.

From an Administrative Perspective, the balance of reactive/proactive services defines the overall culture of the organization, as having a strictly reactive organization allows little to no time for community engagement in problem solving, proactive enforcement (speeding in school zones, safety issues...etc.) and overall community outreach.

From an Investigations Perspective, community outreach is critical in our need to maintain and gain developments (ever increasing with technology) in the investigations of domestic violence, crimes against children, internet crimes, property crimes, human trafficking and homeland

security. With the current staffing deficits, maintaining Patrol levels has created gaps (unfilled vacancies) in various units of Investigations (Family Crimes, Major Crimes, Special Investigations) and Outreach (Neighborhood Ant-Crime Team). BPD has also been unable to return an Investigator to the Northwest Regional Drug Task Force (since 09/2011), and has limited resources dedicated to Bellingham School District with currently only one District Resource Officer working all public schools in the City.

## Public Works

Transportation Capital Program is at a reasonable level. Non-motorized projects and projects that facilitate Economic Development (WF, Mahogany, etc.) moving forward at a pace appropriate for a City the size of Bellingham. The challenge is that these projects are more and more dependent on State and Federal Grants and the TBD which expires in 2020. In 2008, Street Fund and REET made up 70% of the City's total transportation capital budget. In 2016, Street Fund and REET make up just of 20%.

Capital maintenance (resurfacing, sidewalk replacement) below acceptable level. Current level of investment will result in further deterioration of the system and much higher costs in the future to rebuild rather than maintain.

Streetscape maintenance, beautification projects are at levels below community expectations, these services are a lower priority and have been scaled back. (Mayor's Community Solutions Workgroup focused on economic development felt the City should be spending more money on streetscape maintenance and beautification projects)

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*Assuming no change, what are the trends in terms of future service provisions for your department?*

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## Exec

The Mayor's Office is seen as a repository of all things city-related, so any diminishing service as an inverse effect on our office, i.e. "why aren't you doing more, not less?" type of interaction.

## Finance

We continue to look for more efficient ways to do things and eliminate items that are no longer relevant. Status quo will continue to dilute finance capabilities making us more reactive to the day-to-day needs of the city and less proactive. Like deferred maintenance to a building this works in the short term, but eventually will have consequences.

## Fire

Growing strain on response capability due to increased call volume - leading to increased response times and overall ability to respond to pending incidents. To maintain primary function of emergency response, support functions may be further diminished such as fire preplans, area/building/occupancy familiarization, training, apparatus maintenance/replacement (delayed), fire company inspections, public education (already anemic), etc. Further degradation

of the Public's understanding of what we do, how and why. Ultimately leads to misperception and decreased support.

## Human Resources

The trend in HR is more class and comp work, job audits, etc. as well as a diminishing pool for some applicants and an overwhelming pool of applicants for others. In either case, the demands are greater. Also, the complexity of health care administration is growing, and we face significant retirements in the near-term.

## IT

We can't fully expect no change without some consequences, given the plan to a) replace/consolidate financial systems and the plan to b) add two fire stations and employees

We continue to prioritize all work efforts based on risk/benefit evaluations

We request express approval from departments before purchasing additional or upgraded hardware

Day to day service response does not meet internal goals. We prioritize efforts and response on a daily basis. We have been fortunate not to have experienced major system failures or disasters.

City departments need and continue to demand increased access to mobile technology, updated systems, and increase the percentage of staff hours associated with technology

## Legal

Trends on the prosecution side: Short term and longer term jail, jail alternatives, and jail diversion work means more prosecution work that is programmatic and hands-on, rather than typical prosecution work. This type of work tends to be more labor intensive. With the community requesting more of this type of service, capacity will be stretched as these programs are already underway and more may be requested. This impacts police and municipal court, in addition to the prosecutor's office. In the past, when other City staff adjusted workloads/resources it created extra work for the prosecutor's office, stretching thin the office's resources. This necessitated the hiring of part-time employees or contractors. If that were to happen again, it would be detrimental to the office's capacity.

Trends on the civil side: As departments may choose to reduce in-house expertise, more legal advising work is required in order to maintain quality and provide for risk management.

## Library

Public library services are in demand - and at the same time, changing in multiple ways. If there is no change in the status quo, our service levels will decline further, particularly our ability to provide adequate library materials and contemporary library services for our community. Also, when staff generally feels "stretched to the max", which is the case today, performance suffers, customer service declines and stress-related issues and illnesses increase.

Many libraries in the region and U.S. are providing modern library services and programs, building contemporary library facilities, and staffing to meet the unique needs of public libraries today. We are not; we are just barely meeting our mission and the City's strategic commitments to quality, responsive city services, access to quality of life amenities, and equity and social justice.

#### Muni Court

As the population of Bellingham expands and more court hearings are needed, as our needs for further jail alternatives and tracking continues, and as we continue to seek restorative remedies for defendants other than incarceration, our need for more staff is certain. Many of the services that we have relied on through the County are now being directed our way. Future service provision is going to necessitate better and more efficient computer software and additional

#### Museum

The largest change to the Museum department for the future lies in the ever increasing expense related to wage and benefit increases for City staff. This is not a sustainable situation nor one that can be controlled by the Museum Foundation.

#### Parks

Assuming capital funding is available, and we continue to add facilities to meet minimum service standards as adopted in the Comp Plan, with no additional staff, we will continue to see a reduction in the level of park maintenance. Recreation programs may become more crowded, or we may not be able to keep up with the demand for facilitating events provided by other groups.

If we choose not to add parks and trails in areas of the community that are underserved, we will have an imbalance of access in some parts of the City and existing facilities will become crowded.

#### Planning

Development Services - Review time will increase if staffing levels remain constant. It is difficult to fill vacant Inspector positions and that will likely continue as long a construction is strong. It is also important to note, all of the "easy to develop" lots are long gone - almost all future projects will have a some regulatory issues.

Long Range Planning - The Annexation Phasing Plan and Commercial Zoning Revisions planned for late 2016-2017 are equal in complexity and intensity of effort to that being expended currently on the Comp. Plan. The anticipated 2017 Comp. Plan Amendment cycle will include an Institutional Master Plan (IMP) for WCC as well as an update to the WWU IMP. It also appears that expectations are increasing for revisions to neighborhood plans. Staffing would (at best) be able to accommodate one/year - AFTER completion of the Annexation Plan and commercial zoning revisions. There is significant question as to whether the Neighborhood plans should be updated at all.

Community and Economic Development - Increased expectations (such as LTAC looking to do projects with CED staffing them) and increased needs in housing will further stretch the resources of this division.

### Police

Increasing response times, elimination of certain service calls, longer investigatory timelines for case follow-up, no investigative follow-up to certain types of crime, reduction or elimination of outreach and crime prevention programs.

The trend shows higher call loads, increased follow-up investigations and advances in technology. This could result in moving personnel from Investigations and Outreach positions onto Patrol in an effort to keep up with the increased demands. Training dollars may need to be reallocated to cover increases in overtime and patrol staffing which could also result in losing certifications and potentially accreditation.

### Public Works

Further deterioration of streets and sidewalks

Increasing inability to deliver new capital projects

Focus of resources will shift to day to day operations, (keeping signals operational, street lights on, potholes filled, etc.) Corrective maintenance rather than preventative maintenance.

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### *What would a community member who accessed services from department discern?*

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### Exec

Not likely, but we would expect to hear from community members about the diminishment of services in other departments or services.

### Finance

We keep the city's finance department open 8-5 every day. Utility payments and other city finances are time sensitive and mandatory items that must be done. Impacts to these items will be protected, but the community may experience slower response times for questions and items that are not time sensitive. There will be less compliance and enforcement that may over time reduce city revenue.

### Fire

"Where did they go?" "What's taking them so long?" "They don't do that anymore - they used to?" "Why does it take so long to get my permit?" "Can I get some help?"

Reduced WSRB rating (worsened) - one impact is higher insurance costs.

Fire Department resources and programs will become more limited or unavailable.



## Human Resources

Those applying for open positions would likely recognize delays in how quickly we fill positions.

## IT

Limited responsiveness and/or analytics from City Departments relying on old outdated systems  
Less reliable and effective online services

## Legal

The Legal Department is primarily an internal services department. On the civil side, we believe that staff is able to be responsive to client needs. On the prosecution side, community members and other practitioners would discern that staff is at capacity.

## Library

If we are not able to provide types of services that community members expect, we risk being ineffective, "behind the times", outdated, and irrelevant.

People from all walks of life get service from the library that they can't get anywhere else. When library services are reduced -- fewer materials available, fewer free classes, and fewer hours that we're open to the public -- the impact is felt by all users but most difficult for those who cannot afford the books, computers, classes and other resources that we provide free-of-charge.

## Muni Court

Most citizens that access our court system are not happy to be doing so. It is our directive to treat each and every defendant in a respectful and positive manner and to assure that we are providing access to justice to all defendants while assuring community safety. We currently provide public defenders for over half of the defendants that access our court system. We are constantly striving to find more "user friendly" ways for the public and defendants to achieve that access and to be treated fairly and in as timely a way as possible.

## Museum

At some point in the future, a reduction in force would occur within the City employee group due to the ever increasing wage and benefit costs. It is not anticipated that the Foundation budget could close the gap with City employee salaries and benefits, especially considering the critical positions already hired by the Foundation. Those Foundation paid jobs include:

- Chief Financial Officer, and elimination of City Accounting Technician position
- Visitor Relations/Store Manager (new enhanced job 2015);
- Development Director (enhanced job 2015);
- Marketing Director (new position 2015);
- Docent Educator;
- fulltime Educator (new position 2016);

- fulltime Director of Learning Innovation (new position 2016);
- Numerous part-time staff for the Family Interactive Gallery;
- Guest curator consultants;
- Consultants on exhibition design and fabrication;

Critical City positions that could potentially be impacted include the Art Curator; Collections Manager; Photo Archivist; City Education staff and an Exhibition Designer. Visible preliminary impacts could be seen in Photo Archives access, fewer exhibition changes, or reduction in educational programs.

### Parks

Citizens will likely notice a reduced level of maintenance and a closure of facilities that cannot be repaired, such as the recent removal of the Fever Creek Bridge and closure of the Boulevard Overpass. Parks and trails will become more crowded. Programs will fill more quickly, allowing fewer residents to participate. Reservations for rental facilities, such as picnic shelters and pavilions, will fill more quickly and some people will be turned away.

### Planning

In the near term, permit review times will increase. Inspections may not be as timely. Inability to resolve the UGA issues will be costly to the City and provide uncertainty - so resolution of that issue will be a priority (at the expense of other efforts). CED may be slow to respond to emerging opportunities. As a department, unanticipated issues would reduce the ability to complete the current work program.

### Police

Since the vast majority of citizens may only have one to two contacts with police in their lifetimes, they will notice a complete lack of service or limited response/efforts to their needs. This will be especially noteworthy for victims of property or lower level persons crimes.

From an Organizational Perspective, Community members will see a service and culture shift from proactive to reactive.

As we reduce opportunities to lead the efforts and engage in community problem solving (Investigations, Special Investigations, Community Outreach) root causes of criminal problems/behavior are not identified, strategic objectives to mitigate these problems are not created and repeat problems flourish.

Simply put, we lose the opportunity to take a leadership role in helping the community solve these problems - and that leadership role is needed. Community members would see limited or delayed follow-up to their investigations (assaults, property crimes).

Most importantly, our Officers lose the ability to nourish proactive relationships with Community Members - something that is really hard to do when you are simply moving from call to call in a triage fashion. Having the ability to spend time in any of our diverse neighborhoods, talking with citizens, business owners, and children when you are not a victim or suspect of a crime helps us to create partners in community safety.

## Public Works

Day to day operations, the City provides reasonable services. (Street Sweeping, storm response, pothole patching, etc.)

Requests for new programs or new capital projects are difficult for the Department to meet. (Eg. \$350 million in Bike/Ped projects, we have \$1.5 million/year)

Many of the services the citizens really value, traffic calming, new sidewalks, vegetation control, etc. are the services we have had to eliminate or greatly reduce. We say "no" to a significant percentage of our requests for service.

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*What service areas in your department would be diminished due to increased demand but flat resources?*

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## Exec

Probably none, but again, we would expect to have to answer for the diminishment of other services citywide.

## Finance

Response times to department needs and requests will be felt first. Any requests for items such as: financial analysis, auditing, financial planning, debt management, and investment decisions are all done when time allows.

## Fire

Answer to #2 covers this

## Human Resources

I would expect that demands on HR would grow as employees would initiate more job audits, reclass requests, etc.

## IT

- Inability to replace highly dated, ineffective, inefficient financial systems
- Poorer day-to-day technical response resolution time
- Increased risks (noted above) associated with failure to keep up with technical change and oversight/monitoring required
- Potential reduction to television services (although those services have now been scaled back considerably based on what was originally considered)

## Legal

Prosecution services would very difficult to diminish given a lack of control over the quantity of criminal cases. Quality may suffer. Burn-out may occur leading to shortages in staff.

On the Civil side, work would be triaged and/or delayed. If demand was sufficiently great without additional resources, the scope of legal work would be diminished such that initial drafts of ordinances or contracts would likely have to be completed prior to legal review. Review may have to be reduced to a fatal flaw-type review. Less time to complete legal analysis and representation tends to lead to a drain on in-house expertise which in turn can lead to a need for outside counsel.

### Library

Library materials collection and information access would continue to decline, materials circulation would decline, programs for the public would diminish in number of programs and attendees, open hours will not meet community demand. Again, these impacts would be felt by our users and especially those who need free-of-charge services and resources the most.

### Muni Court

Without further resources, our ability to provide parking, financial and timely access to justice for defendants and the public will be hampered. Employees that are stretched to the very edge of their capacity over long periods end up needing more time off and have a higher use of sick leave. Continuing to explore further avenues for defendants to serve sentences using options other than incarceration, which is extremely expensive, may help us to stretch our resources further.

### Museum

In addition to the above, a very real threat for the Museum lies in the annual LTAC support of \$150,000, which if cut, would reduce our City support by 10%, resulting in devastating cuts to human resources and services that could occur as early as 2016.

### Parks

Maintenance levels would decrease. A smaller percentage of the population would be able to participate in programs. If the choice is also to reduce capital improvements, existing park facilities will become more crowded and there will be a significantly lower level of service in population growth areas.

### Planning

Review periods would increase. Timing for pre-application meetings would become longer. Responses to revisions would be delayed. Assistance for proposed new uses would be diminished. Likely NGO's would face reductions in support. All but urgent policy-based issues would fall to a "when resources become available" status.

### Police

Outreach and proactive crime prevention/reduction efforts. This would be reflected in the eventual consolidation or elimination of individual programs, such as the Neighborhood Police Officers (NPOs) and/or Neighborhood Anti-Crime Team (NACT). Current State mandated

training needs could not be met and additional programming, such as our on-going de-escalation, implicit bias would be substantially reduced or eliminated entirely. It has taken the department nearly three years to recover from the reduction in training during the previous administration's 2007-2009 cost saving efforts.

The ability to respond to emergency calls (reactive) would take priority over proactive problem solving, investigation and education. This would be due to reallocation of resources - moving Investigative units back to Patrol.

May need to limit our abilities to assist other LE agencies and reduce our Regional LE Leadership role by:

- Ability to assist with Law Enforcement Mutual Aid Response Team (LEMART) - Leading Investigations in major crimes and Officer Involved Shootings for other agencies. This would potentially eliminate OT expenditures.
- Ability to respond to Hazardous Devices - elimination of our Hazardous Devices Unit which is the primary responder for explosive devices and participation in the local HazMat response team with BFD. This team is involved in extensive training not only for mandated certification, but also to stay up-to-speed with the current developments/dangers in terrorism - remember we are just a few miles away from an International Border. This would eliminate OT expenditures.
- Ability to train and certify K9 Units - elimination of our Master Trainer which plays a Regional/State-wide role in training and certifying patrol, narcotics and explosives detection canines. This position could be placed back onto patrol.
- Elimination of Neighborhood Anti-Crime Team - moving resources back to Patrol.
- Elimination of Neighborhood Police Officers - moving resources back to Patrol.
- Elimination of Special Investigations Unit - moving resources back to Patrol and dependent upon NW Regional Drug Task Force for major narcotics investigations (street-level would be handled by Patrol as available).
- Elimination of our computer and digital forensics units may assist in resolving patrol staffing needs, but will increase costs and investigative time delays associated with the outsourcing of these investigative specialties.

With the aforementioned reductions, greater pressure is placed on civilian support positions to meet citizen expectations. This is particularly true of report generation and responding to information/advisory requests usually performed by police officers. The primary support staff area, Department Records Division, has yet to fully recover from the reductions of the last recessionary period.

#### Public Works

Fewer capital projects, as the City can no longer meet local matching needs

Less capital maintenance, resurfacing and replacement of assets

*Library Board  
April 18, 2016  
Item # 8*

**Bellingham Public Library  
Level of Service (LOS) Standard - OPEN HOURS  
Draft proposal, 4/18/16  
For Library Board review and discussion**

**RECOMMENDATION**

Library Hours per Week

Low or Minimal	Medium or Operational	High or Optimal
?	?	?

Minimal = needed to provide the most basic of library services

Operational = allows the library to provide all needed services

Optimal = allows the library to enhance services

Hours = total non-overlapping hours of all the library's service outlets (Central & 2 branch libraries)

**BACKGROUND**

**Public Library Open Hours - research on standards**

Standards from Selected States compared to Bellingham, WA

Population: 50,000 – 99,999; "over 25,000" (Maine, Montana); 39,999+ (Indiana)

See further details below this table

	No "level" given	Basic	Moderate	Enhanced	Excellent
<b>Georgia</b>		40 "minimal"	55 "essential"	72 "optimal"	
<b>Indiana</b>		55		60	65
<b>Iowa</b>		61 minimum		65	68 "outstanding"
<b>Maine</b>	60				
<b>Massachusetts</b>	63 minimum*				
<b>Montana</b>	50 minimum				60+ desirable
<b>New York</b>	55 minimum				
<b>Texas</b>		50		60	65
<b>Wisconsin</b>		64	67	68	69
<b>Virginia</b>		40 "A"	68 "AA"	76 "AAA"	
<b>Bellingham WA</b>	56 current non-overlapping hours (2016)				

\*6 days/week, including some morning, afternoon, and evening hours

**How does a library count its number of total hours open if it has branches?**

Many states suggest to use the total non-overlapping hours of all the library's service outlets to calculate the weekly hours open

**DETAIL:**

Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
25,000-99,999	42.10	59.00	63.30	65.90

2011 Colorado Public Library Standards. Service Hours Per Week, Per Outlet (**Colorado**) 2009 - an average of all service hours for all branches annually.

Population	(25%ile)	(50%ile)	(75%ile)	(95%ile)
50,000-99,999	42.14	52.54	62.19	73.05

2011 Colorado Public Library Standards. Service Hours Per Week, Per Outlet (**National**) 2008 - an average of all service hours for all branches annually.

Minimal	Essential	Optimal
40 hours	55 hours	72 hours

**Georgia** Public Library Standards - 2015

Basic	Enhanced	Exceptional
55 6 evening hrs and 1 weekend day	60 8 evening hrs & 1 weekend day OR 6 evening hrs & 2 weekend days	65 8 evening hrs & 2 weekend days OR 10 evening hrs & 1 weekend day

**Indiana** Public Library Standards, 2011

For a Class A library, population 39,999+

Evening = open after 6 pm; weekend = at least 4 hrs on Sat or Sun

Population	Outstanding	Enhanced	Minimum Required to Meet Standard
50,000 and above	7 days/68 hours	6 days/65 hours	6 days/61 hours

In Service to **Iowa**: Public Library Standards, State Library of Iowa, 2010

Population	Minimum Weekly Hours Open
25,000 - 99,999	55

Minimum Standards for **New York's** Public Libraries, revised 3/26/15

Library of Virginia uses a bond rating model of A, AA, AAA

Quality	Minimum Unduplicated Hours
A	40 (at least 3 consecutive evening hours & appropriate weekend hours)
AA	68 (20 must be evenings & weekends)
AAA	76 (7 days/week; 4 evenings)

Library of **Virginia**, Planning for Library Excellence: Standards for Virginia Public Libraries, 2009

**Local/regional libraries**

LIBRARY	WEEKLY OPEN HOURS
Burlington	54
Everett (on Hoyt)	57
Ferndale	63
Lynden	59
Marysville	64
Mt Vernon	54
Oak Harbor	64



**Bellingham Public Library Open Hours History and Current (revised 4/11/16)**

LOCATION	2009 Open hours	Approved 8/18/09	Approved 2010 hours (10/20/09)	2013 hours	2014 hours	2015 hours (branch change starts 5/4/15)	2016 hours (branch change starts 6/4/16)	Goal (Future)
<b>Central Library</b>								
Sunday	1:00 - 5:00 (fall thru spring)	Closed <b>(effective 9/13/09)</b>	Closed	Closed	<b>1:00 - 5:00</b> <b>(restored for school year; began Feb)</b>	1:00 - 5:00 (school year)	1:00 - 5:00 (school year)	1:00 - 5:00
Monday	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	9:00 - 8:00
Tuesday	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	10:00 - 8:00	9:00 - 8:00
Wednesday	10:00 - 8:00	10:00 - 6:00 <b>(effective 10/7/09)</b>	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	9:00 - 8:00
Thursday	10:00 - 8:00	10:00 - 6:00 <b>(effective 10/8/09)</b>	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	9:00 - 8:00
Friday	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	9:00 - 6:00
Saturday	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	10:00 - 6:00	9:00 - 6:00
<b>Total open hours:</b>	<b>60</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>66</b>
	56 (Summer)			52 (Summer)		52 (Summer)	52 (Summer)	
<b>Fairhaven Branch</b>								
Sunday	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Monday	Closed	Closed	Closed	Closed	Closed	<b>10:00 - 2:00 +4</b>	10:00 - 2:00	10:00 - 6:00
Monday - Saturday	12:00 - 6:00							
<b>Tuesday - Saturday</b>		<b>1:00 - 6:00</b> <b>(effective w/ reopening)</b>	1:00 - 6:00 2:00-6:00 <b>(later changed)</b>	2:00 - 6:00	2:00 - 6:00			
Tuesday						<b>10:00 - 2:00</b>	10:00 - 2:00	10:00 - 6:00
Wednesday						2:00 - 6:00	2:00 - 6:00	10:00 - 6:00
Thursday						2:00 - 6:00	2:00 - 6:00	10:00 - 6:00
Friday						2:00 - 6:00	2:00 - 6:00	10:00 - 6:00
Saturday						<b>10:00 - 2:00</b>	10:00 - 6:00 <b>+4</b>	10:00 - 6:00
<b>Total open hours:</b>	<b>36</b>	<b>30</b>	<b>25</b>	<b>20</b>	<b>20</b>	<b>24</b>	<b>28</b>	<b>48</b>
<b>Barkley Branch</b>								
Sunday	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed
Monday	Closed	Closed	Closed <b>(reopened 11/7/11 b/c of lease)</b>	Closed 2:00 - 6:00	Closed 2:00 - 6:00	<b>10:00 - 2:00</b>	10:00 - 2:00	10:00 - 6:00
Tuesday	2:00 - 6:00	2:00 - 6:00	2:00 - 6:00	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	10:00 - 6:00
Wednesday	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	<b>2:00 - 6:00</b>	2:00 - 6:00	10:00 - 6:00
Thursday	2:00 - 6:00	2:00 - 6:00	2:00 - 6:00	10:00 - 2:00	10:00 - 2:00	<b>2:00 - 6:00 +4</b>	2:00 - 6:00	10:00 - 6:00
Friday	10:00 - 2:00	10:00 - 2:00	<b>Closed</b>	Closed	Closed	<b>2:00 - 6:00 +4</b>	2:00 - 6:00	10:00 - 6:00
Saturday	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	10:00 - 2:00	10:00 - 6:00 <b>+4</b>	10:00 - 6:00
<b>Total open hours:</b>	<b>20</b>	<b>20</b>	<b>16</b>	<b>20</b>	<b>20</b>	<b>24</b>	<b>28</b>	<b>48</b>
<b>Grand total hours:</b>	<b>116 (112 Sum)</b>	<b>102</b>	<b>93</b>	<b>92</b>	<b>96 (92 Summer)</b>	<b>104 (100 Summer)</b>	<b>112 (108 Summer)</b>	<b>162</b>

4/18/16  
Item #8

Library Board  
April 18, 2016  
Item #10

## Sample graphics, messages from *Libraries Transform* campaign

To highlight National Library Week April 10-16, 2016, we initiated use of American Library Association *Libraries Transform* campaign materials, designed to highlight the transformative nature of our nation's libraries and the critical role they play in our communities. We used the messages below on social media and in a guest editorial. We'll use these tools in targeted ways in the months ahead to inspire greater community understanding of library services and opportunities. For more information, visit: [www.ilovelibraries.org/librariestransform](http://www.ilovelibraries.org/librariestransform).

**BECAUSE  
LIBRARIES  
TRANSFORM  
LIVES  
EVERY DAY.**

LIBRARIES  
TRANSFORM

LIBRARIESTRANSFORM.ORG

**Celebrate National Library Week**  
APRIL 10-16, 2016

ALA American Library Association Library Champions

**BECAUSE 5 OUT OF  
5 DOCTORS AGREE  
READING ALOUD TO  
CHILDREN SUPPORTS  
BRAIN DEVELOPMENT.**

LIBRARIES  
TRANSFORM

LIBRARIESTRANSFORM.ORG

**BECAUSE  
EMPLOYERS  
WANT CANDIDATES  
WHO KNOW  
THE DIFFERENCE  
BETWEEN A WEB  
SEARCH AND  
RESEARCH.**

LIBRARIES  
TRANSFORM

LIBRARIESTRANSFORM.ORG

**BECAUSE TXT  
R FINE, BUT,  
SRSLY, PPL ALSO  
NEED 2 C REAL  
SENTENCES.**

LIBRARIES  
TRANSFORM

LIBRARIESTRANSFORM.ORG

**BECAUSE  
LEARNING TO  
READ COMES  
BEFORE READING  
TO LEARN.**

LIBRARIES  
TRANSFORM

LIBRARIESTRANSFORM.ORG

**BECAUSE MORE  
THAN A  
QUARTER OF U.S.  
HOUSEHOLDS  
DON'T HAVE A  
COMPUTER WITH  
AN INTERNET  
CONNECTION.**

LIBRARIES  
TRANSFORM

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